



National Energy
Board

Office national
de l'énergie

NATIONAL ENERGY BOARD

Employment Equity Report 2010 - 2011



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Employment Equity Report

2010 - 2011

Canada

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Cat. No. NE2-10/2011E-PDF
ISSN 1929-2511

This report is published separately in both official
languages. This publication is available upon request in
multiple formats.

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N° de cat. NE2-10/2011E-PDF
ISSN 1929-252X

Ce rapport est publié séparément dans les deux langues
officielles. On peut obtenir cette publication sur supports
multiples, sur demande.

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1.0 INTRODUCTION

The National Energy Board's (NEB) People Strategy is inclusive and supports diversity in the workplace. The NEB commits to providing a supportive and inclusive workplace with strong cultural values. Employment opportunities within the organization are based on these principles, which include and extend beyond the legislative requirements of the *Employment Equity Act*.

This annual report on Employment Equity for the National Energy Board (NEB) provides a description of employment equity activities and an analysis of the results achieved during the reporting period from 01 April 2010 to 31 March 2011. In addition, the report provides a workforce description of the employees at the National Energy Board as of 31 March 2011, and includes an analysis of internal representation versus labour market availability.

1.1 The Organization

The NEB is an independent, federal, quasi-judicial regulatory tribunal. The NEB's corporate purpose is to promote safety and security, environmental protection and efficient energy infrastructure and markets in the Canadian public interest within the mandate set by Parliament in the regulation of pipelines, energy development and trade. To fulfill this purpose, the NEB's vision is to be active and effective in Canada's pursuit of a sustainable energy future.

The main functions of the NEB are set out in the *National Energy Board Act*. The NEB also has regulatory responsibilities under the *Canada Oil and Gas Operations Act* and certain provisions of the *Canada Petroleum Resources Act*. The NEB has specific responsibilities under the *Energy Administration Act* and the *Northern Pipeline Act*. In addition, some NEB staff are appointed Health and Safety Officers by the Minister of Labour to administer Part II of the *Canada Labour Code* as it applies to facilities regulated by the Board.

All employees of the National Energy Board are headquartered in a single work location in Calgary. Since February 2004, all unionized employees have been represented by the Professional Institute of the Public Service of Canada (PIPSC), the one union certified as the Bargaining Agent for the NEB.

The NEB follows a strategic planning process that establishes priorities to meet our mandate. In the current environment of increasing global demand for safe and secure supplies of energy and continuing high energy prices, the NEB's role as Canada's national energy regulator is as important as ever. We are challenged to maintain a skilled and knowledgeable workforce in a very competitive employment market, especially in Calgary where the private sector oil & gas industry makes it difficult to recruit qualified staff. Escalating skill shortages and corresponding hikes in wages, benefits and perquisites impact the NEB's ability to carry out its mandate. We continue to work toward promoting diversity and eliminating barriers to employment.

1.2 Analysis

This report uses 2006 Census Availability data received from Human Resources and Skills Development Canada to compare overall representation of the designated groups at the NEB

with the composition of the Canadian population. This report further compares internal representation to availability data by Employment Equity Occupational Group.

2.0 EMPLOYMENT EQUITY INITIATIVES

The NEB Employment Equity and Diversity Plan (EEDP) 2010-2013 focuses on achieving excellence through our people. Given the unique role that the NEB plays on behalf of the Canadian public, the greatest challenge is to attract and retain the best people possible. The EEDP recognizes that we must embrace and represent diversity and move beyond considering diversity as a purely intellectual exercise to it becoming an inherent component of our organizational culture. We recently developed NEB "branding" material for post-secondary recruitment and Employment Equity outreach. The EEDP is monitored, reported on and updated annually.

2.1 Aboriginal Engagement Program

During this reporting period, the NEB continued to refine its Aboriginal Engagement Program by targeting recruitment of Aboriginal candidates. Part of the purpose of this program is to increase internal capacity to understand aboriginal issues and, in turn, raise the awareness in aboriginal communities of the role of the National Energy Board.

In addition, in partnership with other federal departments in Calgary, the NEB continues to promote and encourage employees to join Southern Alberta Awareness Committees and to participate in meetings and celebrations respecting diversity, as well as commemorative events and awareness training.

2.2 Persons with Disabilities

The National Energy Board recently finalized its Duty to Accommodate policy, procedures and guidelines. The policy provides for an inclusive, barrier-free, non-discriminatory workplace, allowing for the full participation of both its employees and selection process candidates.

Accommodation is provided to employees as required and includes providing modified work to injured workers. Work schedules are adjusted to provide variable start times where circumstances warrant and modified work weeks are provided whenever feasible. Ergonomic assessments of individual work stations continue to be provided on a priority basis to employees with medical certificates and to others upon request. Employees with disabilities who require that measures be implemented in order to accommodate their needs are given immediate attention.

2.3 Other Related Initiatives

All new employees participate in an Orientation to the NEB organization, two half-day sessions which include an introduction to the NEB's EEDP initiatives.

Respectful Workplace training sessions are held quarterly to provide all new employees with this information. This training was recently updated and a one-day course is mandatory for all

employees. Since 2003, the NEB has employed an Ombudsperson who is available to all employees to discuss harassment and discrimination issues and situations.

The NEB has created a Diversity Committee comprised of Senior Management (Champion), the Professional Institute of the Public Service of Canada (PIPSC) Union representation, Employment Equity Members (employees) and Human Resources. The Committee is responsible for monitoring the progress of the EEDP and for making recommendations to enhance our Employment Equity and Diversity program. Consultations with employee representatives on employment equity initiatives take place within the mandate of the NEB Union-Management Consultation Committee.

3.0 WORKFORCE ANALYSIS

3.1 Availability Data

The most recent Labour Market Availability results are from the 2006 Census Data and this information was used for making comparisons.

3.2 Employee Population

The workforce analysis was conducted on the total employee population with the exception of those employees who work less than 12.5 hours/week. In addition, the following persons were **not** included in the NEB workforce analysis:

- Governor-in-Council appointments: Chair/CEO, Vice-Chair, and Board Members;
- Persons who were brought into the NEB on Interchange from other federal government departments/agencies and private industry;
- Persons who worked for a period less than thirteen weeks.

3.3 Self-Identification

The Self-Identification initiative continues to be a mandatory process for all employees. Mandatory information includes their name and signature, the other information is voluntary.

Only those employees who *voluntarily identify* themselves as Aboriginal People, Visible Minorities or Persons with Disabilities are counted as members of designated groups for the purpose of conducting this workforce analysis and implementing employment equity. Women were also included but identified using information provided by the NEB's Human Resources Information System (HRIS).

3.4 Analysis

An analysis to determine the level of representation of designated groups within the National Energy Board was conducted and conclusions appear before each table. It is important to note that, because of our small workforce, a change of one or two individuals within the designated group can change percentages up or down dramatically.

Percentages within the tables have been rounded, in some cases to the nearest decimal point, in other cases to the nearest whole number.

4.0 ANALYSIS OF TOTAL EMPLOYEE POPULATION

An analysis of the total employee population was conducted and the results by gender and designated group members are shown in Table 1.

Table 1 shows that as of 31 March 2010, the total employee population was 376 employees, made up of 343 full-time and 33 part-time employees. Men comprised 38.3% of the total population, while Women had a representation of 61.7%, a decrease from last year. Representation of Aboriginal People (6.6%) increased by 1.9% since 31 March 2010. The representation of Visible Minorities increased slightly from 12% to 13.5% in the last reporting period. The representation of Persons with Disabilities at 4.7% had a slight increase from the previous reporting period.

Table 1 also shows the percentage of representation by designated groups compared with the labour market availability data. From these comparisons it can be seen that in the total population, Women, Aboriginal People and Persons with Disabilities have a higher internal representation than their representation in the labour market. Visible Minorities are under-represented by 1.8%.

Workforce availability estimates for Women, Aboriginal Peoples, Persons with Disabilities and persons in a Visible Minority group are derived from statistics collected in the 2006 Census of Canada. The workforce availability rates were provided to the NEB by HRDC and are based on 2006 Census information.

Employment Equity under-representation is determined by comparing the representation within an occupational category with its workforce availability. The NEB workforce analysis shows these results:

Women: Overall there are 50 women above workforce availability. Of the four categories, women are somewhat under-represented in the Middle and Other Managers (-2) groups.

Aboriginal: Overall no gaps identified or under-representation identified. We exceed the workforce availability in this group.

Visible Minorities: Overall a shortage of -5 employees in three categories; Professionals (-2), Semi-Professionals and Technicians (-1) and Clerical Personnel (-3).

Persons with Disabilities: Overall no gaps in this group. However, there is an under-representation shown in one category; Managers (-1).

4.1 Summary

The statistics indicate a shortfall in the recruitment of Visible Minorities, Women and Persons with Disabilities in certain occupational categories. We remain committed to promoting diversity within the workforce and improving our representation in the various groups.

4.2 Workforce Availability Estimates for Women

Workplace Equity Information Management System - National Energy Board

Workforce Analysis - Summary Report

Date: 2011-07-26

Women

Employment Equity Occupational Group	All Employees		Representation		Women Availability		Gap
	#		#	%	%	#	#
01 : Senior Managers	10		3	30.0 %	24.2 %	2	1
02 : Middle and Other Managers	23		7	30.4 %	39.1 %	9	-2
03 : Professionals	234		132	56.2 %	40.9 %	95	36
04 : Semi-Professionals and Technicians	29		18	62.1 %	48.0 %	14	4
07 : Administrative and Senior Clerical Personnel	19		17	89.5 %	81.8 %	16	1
10 : Clerical Personnel	60		54	90.0 %	74.0 %	44	10
12 : Semi-Skilled Manual Worker	*		0	0.0 %	17.1 %	0	0
Total	376		231	61.4 %	48.2 %	181	50

Total may not equal sum of components due to rounding.

Source : 2006 Census of Canada and Employer's Internal Data

* 3 or less, number too small for confidential purposes.

The NOC code for supervisors was not used to determine statistics as positions were incorporated based on occupational classification.

2011-07-26

4.3 Workforce Availability Estimates for Aboriginal Peoples

Workplace Equity Information Management System - National Energy Board

Workforce Analysis - Summary Report

Date: 2011-07-26

Aboriginal Peoples

Employment Equity Occupational Group	All Employees		Representation		Aboriginal Peoples Availability		Gap
	#		#	%	%	#	#
01 : Senior Managers	10		*	10.0 %	2.4 %	0	1
02 : Middle and Other Managers	23		0	0.0 %	1.9 %	0	0
03 : Professionals	234		12	5.2 %	1.9 %	4	8
04 : Semi-Professionals and Technicians	29		3	10.3 %	2.3 %	1	2
07 : Administrative and Senior Clerical Personnel	19		*	10.5 %	2.0 %	0	2
10 : Clerical Personnel	60		6	10.0 %	2.4 %	1	5
12 : Semi-Skilled Manual Worker	*		0	0.0 %	3.1 %	0	0
Total	376		24	5.3 %	2.0 %	6	18

Total may not equal sum of components due to rounding

Source : 2006 Census of Canada and Employer's Internal Data

* 3 or less, number too small for confidential purposes.

The NOC code for supervisors was not used to determine statistics as positions were incorporated based on occupational classification.

2011-07-26

4.4 Workforce Availability Estimates for Visible Minorities

Workplace Equity Information Management System - National Energy Board

Workforce Analysis - Summary Report

Date: 2011-07-26

Members of Visible Minorities

Employment Equity Occupational Group	All Employees		Representation		Members of Visible Minorities Availability		Gap
	#		#	%	%	#	#
01 : Senior Managers	10		*	10.0 %	8.7 %	1	0
02 : Middle and Other Managers	23		4	17.4 %	14.0 %	3	2
03 : Professionals	234		33	14.2 %	15.2 %	35	-2
04 : Semi-Professionals and Technicians	29		*	10.3 %	12.8 %	4	-1
07 : Administrative and Senior Clerical Personnel	19						
10 : Clerical Personnel	60		*	10.5 %	12.4 %	2	1
12 : Semi-Skilled Manual Worker	*		9	15.0 %	19.5 %	12	-3
Total	376		52	13.8 %	15.4 %	57	-5

Total may not equal sum of components due to rounding

Source : 2006 Census of Canada and Employer's Internal Data

* 3 or less, number too small for confidential purposes.

The NOC code for supervisors was not used to determine statistics as positions were incorporated based on occupational classification.

2011-07-26

4.5 Workforce Availability Estimates for Persons with Disabilities

Workplace Equity Information Management System - National Energy Board

Workforce Analysis - Summary Report

Date: 2011-07-26

Persons with Disabilities

Employment Equity Occupational Group	All Employees		Representation		Persons with Disabilities Availability		Gap
	#		#	%	%	#	#
01/02 : Managers	33		0	0.0 %	3.2 %	1	-1
03 : Professionals	234		10	4.3 %	4.5 %	10	0
04 : Semi-Professionals and Technicians	29		*	10.3 %	4.8 %	1	2
07 : Administrative and Senior Clerical Personnel	19		0	0.0 %	2.6 %	0	0
10 : Clerical Personnel	60		5	8.3 %	4.4 %	3	2
12 : Semi-Skilled Manual Worker	*		0	0.0 %	5.5 %	0	0
Total	376		18	4.8 %	4.3 %	15	3

Total may not equal sum of components due to rounding

Source : 2006 Census of Canada and Employer's Internal Data

* 3 or less, number too small for confidential purposes.

The NOC code for supervisors was not used to determine statistics as positions were incorporated based on occupational classification.

2011-07-26

TABLE 1: Comparison of Total Employee Population with Availability Data as of 31 March 2011

Number of Employees		Men	Women	Aboriginal People	Visible Minorities	Persons with Disabilities
Full-Time	343	140	203	23	47	14
Part-Time	33	4	29	2	4	4
Totals	376	144	232	25	51	18

NEB Representation	38.3%	61.7%	6.6%	13.5%	4.7%
2006 Census Availability Data(Canada wide)	52.1%	48.1%	1.7%	15.3%	4.3%
NEB's differential (over and under-represented)	-13.8%	+13.6%	+4.9%	-1.8%	+0.4%

*Labour Market Availability from 2006 Census Data

5.0 ANALYSIS BY EMPLOYMENT EQUITY OCCUPATIONAL GROUPS

Table 2 shows the breakdown into employment equity occupational groups of the total employee population by gender and designated groups. For each occupational group, the representation by gender and designated group members is given in whole numbers as well as a proportion of the total number of employees (the first percentage figure at the bottom of each cell). The availability data is the percentage figure that follows.

5.1 Senior Managers

Table 2 shows that as of 31 March 2011, there were 9 senior managers employed at the NEB. Of these, three were women, which, at 33% is higher than the Calgary availability data of 20.1%. Of these 9, one is a visible minority. There is no representation of Aboriginal People or Persons with Disabilities in this group.

5.2 Middle Managers

While there was a decrease from 25 to 19 middle managers (designated at the NEB as Team Leaders) between 2010 and 2011, the representation of Women increased from 33% to 37%. As opposed to the previous report, Visible Minorities were slightly over-represented (16% vs. 15.7% availability) and Persons with Disabilities were under-represented (0% vs. 3.4% availability) respectively. There continues to be no representation of Aboriginal People in this group.

5.3 Professionals

The Professional group is comprised of financial officers, engineers, economists, environmental specialists, human resources advisors, communications advisors, information systems specialists, translators and lawyers. In this occupational group, Women were well represented compared with the availability data (57% vs. 48.6%) as were Aboriginal People (5% vs. 1.3% availability). Persons with Disabilities (4.2% vs. 4.6% availability) were about equal and Visible Minorities (14% vs. 18.8% availability) were under-represented.

5.4 Semi-Professionals and Technicians

The Semi-Professionals and Technicians occupational group includes geological technologists, engineering inspectors, library technicians and information technology service analysts, and graphic designers. Women are well represented in this group (65% vs. 50.9% availability). Aboriginal People are recognized as being over-represented (13% vs. 2.1%) as well as Persons with Disabilities (6.5% vs. 4.9% availability). Visible Minorities (9.6% vs. 18.5% availability) were under-represented.

5.5 Administrative and Senior Clerical

Women made up the majority of the NEB's complement in the Administrative and Senior Clerical occupational group, which includes Business Unit Administrators, Human Resources Assistants, and Assistants to Board Members and other senior level administrative staff.

5.6 Clerical Personnel

This category includes records, mail clerks and general administrative assistants. Women were highly represented in this category (88% vs. 74% availability). Persons with Disabilities (8% vs. 5% availability), Aboriginal People (10% vs. 2.4% availability) and Visible Minorities (13.5% vs. 19.5% availability) were represented in this group, with only Visible Minorities being under-represented by 6%.

5.7 Semi-Skilled Workers

There was one employee in this occupational group that makes up the entire complement and therefore an analysis cannot be provided.

5.8 Summary

In conclusion, an analysis of occupational groups from an employment equity perspective indicates that representation of designated group members was primarily in the Professional, Semi-Professional and Technicians and Clerical Personnel groups of the NEB.

While Women were over-represented in the Administrative and Clerical Personnel groups, the majority of all Women employed at the NEB were found in the Professional or Semi-Professional occupational groups. In order to increase representation in the Senior Managers and Middle Managers categories, greater opportunities for upward mobility for all groups need to be provided through leadership development, formal learning and access to internal developmental opportunities such as acting assignments and/or coaching. This is a consideration of the newly implemented

Emerging Leader and Technical Leadership programs whereby employees have an opportunity for upward mobility.

Aboriginal People were well represented in the Professional, Administrative and Senior Clerical and Clerical Personnel groups, with the majority found in the Professional group. There were no Aboriginal People in the other categories. The NEB will need to consider future hiring initiatives for each of these occupational groups and, where possible, ensure that our requirements do not restrict their participation as potential candidates. Outreach efforts, particularly to Aboriginal secondary and post-secondary institutions to ensure awareness of career opportunities at the NEB have been attended with future initiatives underway.

Visible Minorities exceed the availability percentages in the Senior Managers, Middle Managers and Administrative and Senior Clerical groups. All other groups show an under-representation compared to workforce availability. There was no identified representation within the Semi-Skilled groups. These indicators suggest that greater effort is required in attracting members of this employment equity group to professional, semi-professional and technical opportunities with the NEB.

Persons with Disabilities were well represented in the Semi-Professionals and Technicians and Clerical Personnel groups and under-represented in the Senior Managers, Middle Managers and Administrative & Senior Clerical groups. The majority of Persons with Disabilities were found in the Clerical Personnel group. This gap is fairly consistent with the explanation offered for Visible Minorities. The number of anticipated vacancies precludes a requirement for any staffing at the senior manager level. However, greater effort must be made for consideration of members of this group at the semi-professional and technical levels, and for instituting the appropriate accommodations to remove any workplace barriers.

**TABLE 2: Comparison of Employee Population with Availability Data by
Employment Equity Groups and by Occupational Groups as of 31 March 2011**

Occupational Group	Total	Men	Women	Aboriginal People	Visible Minorities	Persons with Disabilities **
Senior Managers	9	6	3	1	1	0
<i>NEB% - Census%</i>		66.7% - 79.9%	33.3% - 20.1 %	11% - 0.9%	11% - 7.5%	0% - 3.4 %
Middle Managers	19	12	7	0	3	0
<i>NEB% - Census%</i>		63% - 62.9 %	37% - 37.1%	0% - 1.5%	16% - 15.7%	0% - 3.4%
Professionals	238	102	136	12	33	10
<i>NEB% - Census%</i>		43% - 51.4%	57% - 48.6%	5% - 1.3%	14% - 18.8%	4.2% - 4.6%
Semi-Professionals & Technicians	31	11	20	4	2	3
<i>NEB% - Census%</i>		35% - 49.1 %	65% - 50.9%	13% - 2.1 %	6.5% - 18.5%	9.6% - 4.9 %
Administrative & Senior Clerical	19	2	17	2	4	0
<i>NEB% - Census%</i>		10.5% - 18.2 %	89.5% - 81.8%	10.5% - 2.0%	21% - 12.4%	0% - 5.1 %
Clerical Personnel	59	7	52	6	8	5
<i>NEB% - Census%</i>		11.8% - 26%	88% - 74%	10% - 2.4 %	13.5% - 19.5%	8% - 5.0 %
Semi-Skilled Workers	1	1	0	0	0	0
<i>NEB% - Census%</i>		100% - 82.9%	0% - 17.1 %	0% - 3.1%	0% - 27.2%	0% - 5.5%
Totals	376	141	235	25	50	18

* Labour Market Availability from 2006 Census Data

** Persons with Disabilities (Employment Equity defined) figures are Province wide data as opposed to Calgary Data

6.0 ANALYSIS OF THE NUMBERS OF EMPLOYEE HIRES, PROMOTIONS AND REGRETTABLE DEPARTURES

Tables 3, 4 and 5 summarize new hire, promotion and regrettable departure activity between 01 April 2010 and 31 March 2011.

6.1 Employee Hires

Table 3 reports 43 employee hires between 01 April 2010 and 31 March 2011, which is up from 35 from the past reporting period. Of those, 22 (51%) were Women. Three Aboriginals, seven Visible Minorities and one person with a disability were hired.

The largest number of new hires (23 or 53%) was into the Middle Managers group. In 2010, recruitment to the Senior Managers, Middle Managers and Semi-professional groups exceeded the availability rate for Women.

6.2 Employee Promotions

Table 4 shows that 53 employees were promoted during this period, up from 51 last year. The majority of actions (37 or 69.8%) occurred in the Middle Managers Group. Of the 53 promoted employees 62% were Women.

6.3 Employee Regrettable Departures

Table 5 reports that in this period, 31 employees left the NEB. Of these employees, 61% were Women (22), 29% were Men (9), Aboriginals (1), Visible Minorities (2) and Persons with Disabilities (1). Departing employees were primarily in the Professional category (16 of the 31 or 52%). This is not surprising considering that Calgary's labour market was very competitive over the reporting period, especially in the oil and gas industry which impacts our attrition rate.

6.4 Summary

Analysis of hires, promotions and regrettable departures suggests that Women accounted for the greatest staff movements into, within, and out of the NEB. Women were hired, promoted and departed at rates exceeding availability.

Three Aboriginal persons were hired, three were promoted, and three departed the NEB.

Seven Visible Minorities were hired, four were promoted and four elected to leave the NEB. This is the sixth year that separations of Visible Minorities have exceeded availability rates. One reason for the gap is the large change in the Census data for the Visible Minorities employment equity group, which has increased significantly from 7.8% in the 1996 Census data to 15.3% in the 2006 Census data.

The inclusion of Landed Immigrants in the statistical data can be misleading for government departments and agencies, such as the NEB, that are regulated by the Public Service Employment Act and the Security of Information Act. External systemic barriers and the inability to facilitate security clearances from the country of origin for landed immigrants create barriers to the employment of some visible minorities. It is important to remember that under the provisions of the Public Service Employment Act (PSEA), departments are required to provide Canadian Citizens with a preference for employment opportunities. Foreign educational documentation is not recognized and often difficult to verify, creating delays in potential employment for immigrants

whose credentials do not meet Canadian standards, especially in hard to find skill sets such as specialty Engineers, Geo-Physicists, etc.

There were no promotions from the Persons with Disabilities group. There was one hired and no regrettable departures.

**TABLE 3: Comparison of Employee Hires with Availability Data by
Employment Equity Groups and by Occupational Groups 01 April 2010 to 31
March 2011**

Occupational Group	Total	Men	Women	Aboriginal People	Visible Minorities	Persons with Disabilities **
Senior Managers	2	1	1	0	0	0
% hired vs. availability		50% - 79.9%	50% - 20.1%	0% - 0.9%	0% - 7.5%	0% - 3.4%
Middle Managers	23	14	9	1	6	0
% hired vs. availability		61% - 62.9%	39% - 37.1%	4% - 1.5%	26% - 15.7%	0% - 3.4%
Professionals	7	4	3	1	0	1
% hired vs. availability		57% - 51.4%	43% - 48.6%	14% - 1.3%	0% - 18.8%	14% - 4.6%
Semi-Professionals & Technicians	3	0	3	0	0	0
% hired vs. availability		0% - 49.1%	100% - 50.9%	0% - 2.1%	0% - 18.5%	0% - 4.9%
Administrative & Senior Clerical	8	2	6	1	1	0
% hired vs. availability		25% - 18.2%	75% - 81.8%	12.5% - 2.0%	12.5% - 12.4%	0% - 5.1%
Clerical Personnel	0	0	0	0	0	0
% hired vs. availability		0% - 26%	0% - 74%	0% - 2.4%	0% - 19.5%	0% - 5.0%
Semi-Skilled Workers	0	0	0	0	0	0
% hired vs. availability		0% - 82.9%	0% - 17.1%	0% - 3.1%	0% - 27.2%	0% - 5.5%
Totals	43	21	22	3	7	1

* Labour Market availability from 2006 Census Data

** Persons with Disabilities (Employment Equity defined) figures are Province wide data as opposed to Calgary Data

TABLE 4: Employee Promotions by Employment Equity Groups and by Occupational Groups 01 April 2010 to 31 March 2011

Occupational Group	Total	Men	Women	Aboriginal People	Visible Minorities	Persons with Disabilities
01:Senior Managers	0	0	0	0	0	0
02:Middle & Other Managers	37	18	19	2	4	0
03:Professionals	12	2	10	2	1	0
04:Semi-Professionals & Technicians	2	0	2	0	0	0
07:Administrative & Senior Clerical Personnel	2	0	2	0	0	0
10:Clerical Personnel	0	0	0	0	0	0
Totals	53	20	33	4	5	0

TABLE 5: Employee Regrettable Departures¹ by Employment Equity Groups and by Occupational Groups 01 April 2010 to 31 March 2011

Occupational Group	Total	Men	Women	Aboriginal People	Visible Minorities	Persons with Disabilities
01:Senior Managers	0	0	0	0	0	0
02:Middle & Other Managers	1	0	1	0	0	0
03:Professionals	16	6	10	0	1	0
04:Semi-Professionals & Technicians	5	1	4	1	0	0
07:Administrative & Senior Clerical Personnel	8	2	6	0	1	1
10:Clerical Personnel	1	0	1	0	0	0
Totals	31	9	22	1	2	1

¹ Regrettable departures: all separations from the NEB including retirements.

7.0 CONCLUSION

Overall, the NEB's workforce is quite representative of Canadian society. In particular, the NEB is very well represented with women overall, women in senior executive and professional positions, and overall Aboriginal representation. However, with Canada's rapidly changing demographics, there are some gaps in Visible Minorities that will take time for the internal workforce mix to catch up with the changing realities of our country. There are also some other minor gaps, including Women in Middle Manager positions. The NEB has recently hired and promoted staff that will serve to reduce our gaps in some of these areas.

As documented in the Employment Equity and Diversity Plan, the NEB plans to strengthen its strategies in regard to Employment Equity in order to both attract and retain members of the designated groups.

The NEB will also commit to improving our outreach efforts to increase the representation of Visible Minorities in those occupational groups where they are not well represented. In addition, although the NEB's representation of Aboriginal People reflects well on the availability data, efforts will continue to include contacts with representatives of both secondary and post-secondary institutions that have responsibility for Aboriginal learners. Wherever possible, we will continue to liaise with Workforce Diversity Consultants in other government organizations to share inventories of available Aboriginal applicants. At a minimum, this will continue to provide us with access to Aboriginal candidates for future NEB competitions.

With respect to the NEB's self-identification form, this process is now mandatory and all employees are required to complete this form.

Labour market availability for the Visible Minority group has increased with the inclusion of Landed Immigrants in Census data. This adjustment represents an increase in the representation target for the NEB. We will initiate a more focused approach in future hiring campaigns in order to increase our representation of visible minorities.

Due to the small size of the National Energy Board, there are a limited number of senior management/executive positions. In the short-term, appointment opportunities to increase the representation of designated Employment Equity groups are not expected to become available. Resources will continue to be dedicated to providing growth and development opportunities to encourage retention and upward mobility into senior ranks. We are optimistic that this strategy will encourage the retention of Women, Aboriginal People, Visible Minorities, and Persons with Disabilities.

The NEB will continue to be innovative to ensure that any gains made with respect to the hiring and retention of members of the designated Employment Equity groups are not eroded. As part of our attraction and retention strategy for all employees, the NEB is committed to building a workplace that embraces inclusiveness and diversity.

